



The Georgia Merit System of Personnel Administration

We can; We care; We customize

2002 Annual Report



The Georgia Merit System

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The Georgia Merit System

Historical Overview

The Georgia Merit System of Personnel Administration (GMS) was established in February 1943 (SB 17) as the central personnel agency of the state of Georgia, providing human resource (HR) and benefit programs, products and services to all state entities and employees. The core responsibility of the GMS is to establish “a system of personnel administration that will attract, select and retain the best employees based on merit with incentives in the form of equal opportunities for all.” Source: OCGA 45-20-1 (a). It is also the state's central recordkeeping agency for state employee data and the central means of monitoring state personnel practices.

Although the role and structure of the Merit System have changed since Merit System Reform in 1996 (SB 635), its leadership and responsibility to provide services that enable a productive state workforce have not. Reform changed the role of the Merit System from that of being regulation driven to that of being customer driven, serving more as an expert human resource consultant and a facilitator of workforce planning and policies that cross agency lines. This new role has created a new balance between the human resource function of the Merit System and the operating agencies. The Merit System works with state agencies to hire, train, develop and retain their workforce, enhance organizational performance, and provide employee benefits and financial security services through the administration of the state's flexible benefits and deferred compensation programs.

State agencies work with the Merit System as enthusiastic partners in developing workforce planning model processes that reflect agency and state business objectives; updating the performance management process; developing HR auditing processes; developing total compensation/rewards strategies; instituting diversity management initiatives; and implementing a telework program.

Vision

Our vision is to champion workforce excellence in delivery of services to our customers and the people of Georgia.

Mission

Georgia Merit System provides leadership in recruiting, developing and retaining a diverse and competent workforce that enables state government to achieve its strategic business objectives.

Service Strategy

We can; We care; We customize

Core Values

- ✧ Strategic alignment with customer expectations and goal achievement
- ✧ Diversity of people, ideas and customers
- ✧ Collaboration, consensus and empowerment
- ✧ Timely and meaningful communication
- ✧ A competent workforce that is accountable in its duties to the state
- ✧ New challenges and opportunities
- ✧ Best practices and continuous process improvement
- ✧ Quality leadership and innovations
- ✧ Employee development and continuous learning

The Georgia Merit System



Melinda Langston
Chair



Geri P Thomas
Vice Chair



Claybon J. Edwards
Member



M. David Alalof
Member



Amy Totenberg
Member

State Personnel Board

The Governor appoints five citizens to the State Personnel Board for five-year terms. The Commissioner of the Georgia Merit System serves on the Board as the Executive Secretary. The functions, duties and authority of the State Personnel Board include:

- ✧ Improvement of personnel administration in state agencies representing the best interest of citizens of Georgia;
- ✧ Determining appropriate goals and objectives for the State Merit System and providing policies for their accomplishment;
- ✧ Adopting and amending policies, rules and regulations; and
- ✧ Reviewing adverse personnel actions or all other purported violations of departmental rules and regulations.

Employee Benefit Plan Council

The State Personnel Board members also serve on the Employee Benefit Plan Council. The Benefit Plan Council is a ten-member council appointed by the Governor and consists of:

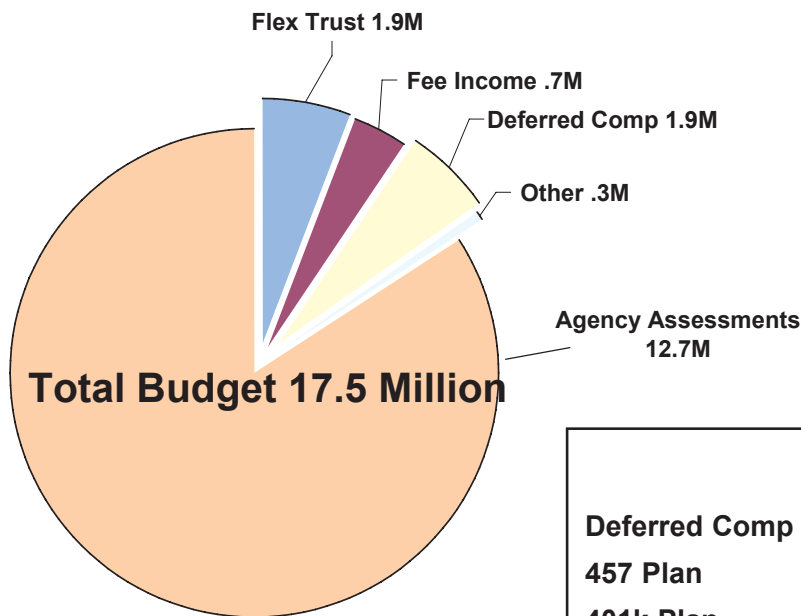
- ✧ The five members of the State Personnel Board;
- ✧ Two department heads who have employees eligible to participate in the employee benefit plans;
- ✧ Two state employees who are eligible to participate in the employee benefit plans; and
- ✧ One member from a corporation domiciled in the state of Georgia that insures or administers employee benefit plans .

The chair of the State Personnel Board also serve as the chair of the Council.

Awards and Recognition - FY2002

- r National Association of State Personnel Executives selected Georgia's total compensation model as one to propose to other states.
- r International Personnel Management Association recognized Georgia's workforce planning model in its 2002 Workforce Planning Resource Guide.
- r Workforce Planning Unit won \$25,000 grant to develop automated planning and evaluation tool.
- r Georgia Retirement Investment Plan in 2001 had second lowest operational cost in the nation for Deferred Compensation Section 457 plans.
- r In May 2002, Commissioner Young testified before the U.S. House of Representatives Government Reform Committee on the State of Georgia Flexible Benefits Program.

Employee Budget



Agency Fund Sources

FY 2002 Budget

FY 2002		
Deferred Comp	Participants	Investments
457 Plan	18,483	\$426.7 million
401k Plan	19,362	\$ 88.7 million
Annual Collections in Flexible Benefits Program \$69 million		
152 Positions		

The Georgia Merit System

Highlights

Knowledge Management Archive

The Knowledge Management Archive is an interactive tool designed to capture and display current and historical institutional knowledge and served as a deterrent against the loss of institutional know-how and as a key component of effective succession planning. The current developmental model contains options for accessing current and historical organizational charts, project lists, internal processes and archived data. The Archive will provide agencies with a systematic method for documenting and archiving internal processes and procedures, and serve as a reference for information regarding on-going and historical projects and initiatives.

E-Learning

The Georgia Merit System partnered with the Department of Technical and Adult Education's Georgia Virtual Technical College (GVTC) to develop Performance Management Process (PMP) training that will be delivered by way of the Internet. This collaboration brought together the subject matter expertise of the Georgia Merit System and the web instructional design expertise of GVTC. This initiative will result in greater accessibility to PMP training for supervisors and managers throughout Georgia. The Merit System will provide a series of five online performance management courses in Fiscal Year 2003.

Workforce Planning

GMS reviewed the workforce plans submitted by 58 agencies, give custom feedback to each agency and identified trends that affect the acquisition, development, and retention of productive state employees. GMS gained national recognition for developing innovative workforce planning processes and tools and teaching over 300 agency staff to use them to identify workforce gaps that impede their current and future goals and to identify human resource strategies that support agency objectives.

Diversity

On July 25, 2001, the Governor issued an executive order establishing the Georgia Diversity Advisory Council. The executive order set forth specific requirements to strengthen the state's effort to promote and manage a diverse workforce. Agency heads and employee representatives were selected to serve on the Georgia Diversity Advisory Council to promote diversity management as a good business practice to enhance efficiency, productivity and effectiveness of state government.

2002 Salary Report on CD ROM

Provided CD ROM version of the 2002 Salary Report to agency personnel directors. This enhancement allowed agencies flexible access to data for multiple purposes such as budget reports, staffing requirements and special reports.

Orientation Video and Guidelines

The Georgia Merit System, in partnership with Georgia Public Telecommunications Commission, produced an employee orientation video entitled, "Finding Your Place in Georgia State Government." The 2000 General Assembly approved funding for this project to ensure that every state employee is informed of all the benefits state government has to offer. To compliment the video, GMS created an Employee Orientation Checklist. The checklist, which could be customized according to the agency's needs, could be used as a guide by personnel officers, HR directors, and managers or supervisors to guarantee that a new employee has a clear understanding of an agency's expectations.

Telework

The Telework Policy was developed through input from a policy development team that included representatives from seven agencies. The policy was developed to ensure a framework of consistent policy and practice in the successful implementation of teleworking plans across all state agencies and entities.

E-Commerce / E-Business

E-Commerce / E-Business is used to provide timely, accurate, and valuable HR information to state agencies, employees, and the public. GMS technology systems have improved the efficiency, accessibility, and reporting capabilities of HR information.

Employee Suggestion Program

State employees can make and track their suggestions for cost-saving improvements on-line. This process allows employees to review a historical view of submitted suggestions, search for suggestion key words, show topics for suggestions, and show co-sponsored suggestions. Departmental coordinators can also read and evaluate suggestions on-line. To assist the departmental coordinators in reading and evaluating suggestions on-line, a user guide was developed for their day to day operation and management of the program.

- ✧ Thirty-five suggestions were submitted during FY 2002.
- ✧ Three state employees' suggestions were adopted and generated over \$277,176 tangible and intangible savings.
- ✧ One employee received a monetary award totaling \$5,000.
- ✧ Two employees received a monetary award totaling \$70 for submitting cost-savings procedures.

The program is accessible at www.gms.state.ga.us/employee/esp.

The JobSite

The Internet-based job vacancy posting web site www.thejobsite.org was developed in 1999, and has continued to grow in popularity and utilization for both applicants and state agencies. *The JobSite* offers the most comprehensive list of state job vacancies available.

- ✧ Submissions totaling more than 282,000 were received from applicants for job postings during FY 2002.
- ✧ A daily average in excess of 360 job postings are displayed, and the applicant data base contains over 137,000 resumes.

Salary Increase Tool

The Georgia Merit System worked with the Georgia Technology Authority to design and implement a salary increase processing subsystem within Phoenix. Agencies were able to conduct mass entry of FY2003 salary increases and employee performance ratings directly into the state Human Resources System. Project Team activities included:

- ✧ The development of salary increase business processes, training tools and resources.
- ✧ Development and testing of reports and queries related to performance based salary increases and performance ratings.
- ✧ Linkage of GMS to Phoenix Help Desk Uniform Call Distribution telephone system for GMS salary increase policy assistance to agency inquiries.

Workforce Planning

Workforce Planning Customer Support

- r Developed a process nationally recognized as a best practice in workforce planning.
- r Developed G-Comps, Georgia's empirically based competency dictionary, that links competency levels to performance levels.
- r Trained over 300 agency staff in skills needed for successful workforce planning to ensure that HR practices support agency and state goals.
- r Developed and distributed SWiFT, a user-friendly set of automated electronic HR tools that greatly simplified workforce planning for agencies. The tools include a competency profiler, a diversity analyzer, a retirement projector, and a turnover analyzer.
- r Gathered workforce plans from the 32 executive agencies required by law and 26 other agencies that recognized the value of voluntary participation in the process.
- r Identified over 350 jobs and 31,000 key positions with the strongest links to important outcomes such as strategic goals, turnover, costs, change, and diversity.
- r Identified the most important diversity and competency gaps interfering with agency missions and customer satisfaction.
- r Identified best-practices to recruit, develop and retain key employees to close the gaps that obstruct desired outcomes for each agency.
- r Identified measures to ensure that human resource strategies close the gaps and achieve the outcomes necessary to accomplish agency missions.

Workforce Planning Technical Support

- r Earned an award for innovations from the Assessment Council of the International Personnel Management Association for outstanding success in identifying and hiring high performers.
- r The US Department of Health and Human Services recognized one of GMS hiring projects as one of the nation's ten best practices in Child Support Enforcement.
- r Developed a rapid-deployment, 30-day process to create competency profiles and behavioral interviews to hire high performers in critical jobs.
- r Completed rapid-deployment interview project to hire Nursing Auditors for the Department of Audits.

State Workforce and Information

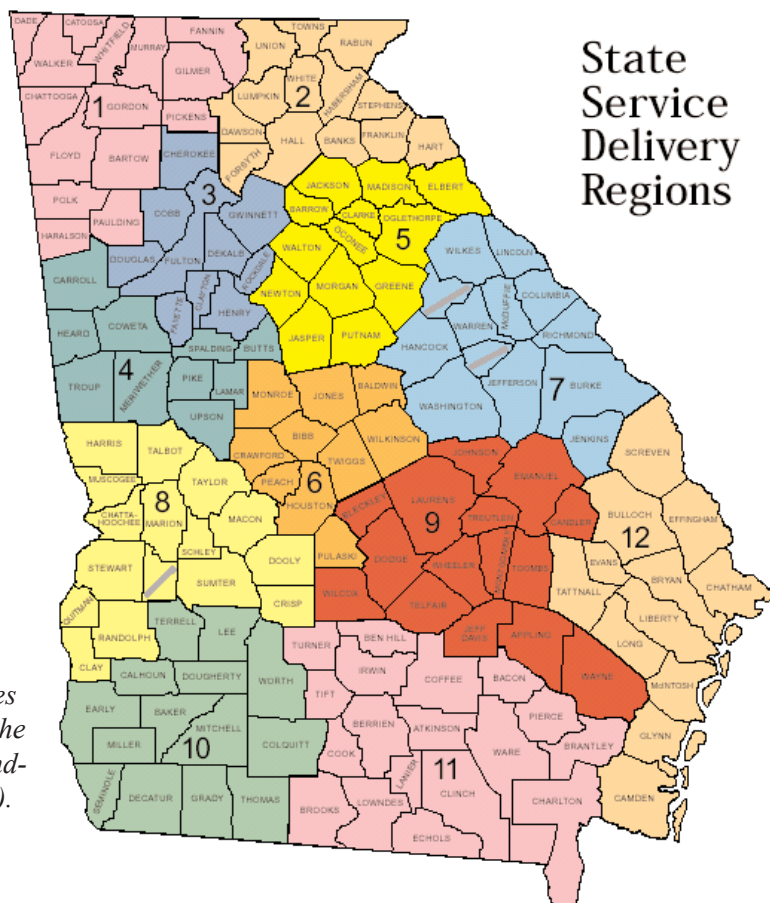
Distribution by Service Region

81,804 Employees

51,630 (63%) Unclassified

30,174 (37%) Classified

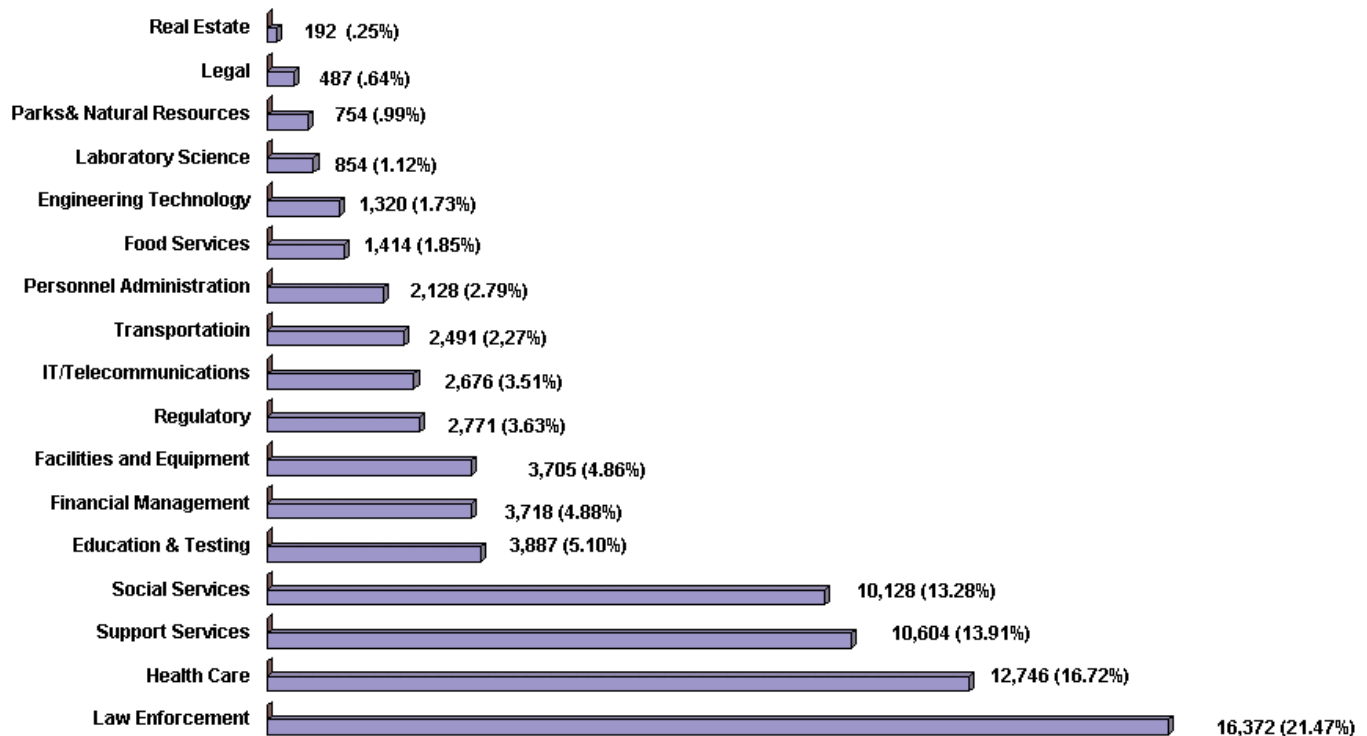
New state service delivery regions created by the 1998 General Assembly for delivering state services to local units of government and citizens, and for the purpose of establishing state agency regional boundaries (excluding health and mental health districts).



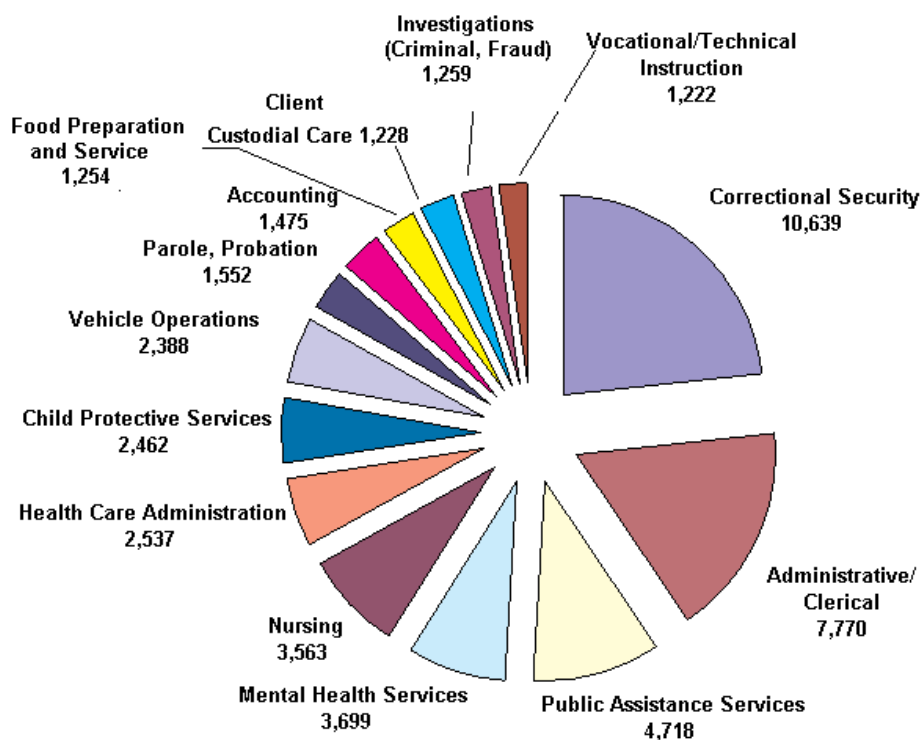
	Region	Employees	Pct
Atlanta Region	3	26,492	33.04%
Macon/Warner Robins Region	6	8,023	10.01%
Savannah Region	12	6,409	7.99%
Augusta Region	7	5,935	7.40%
Rome Region	1	5,302	6.61%
Blakely Region	10	4,925	6.14%
Dublin Region	9	4,694	5.85%
Douglas Region	11	4,603	5.74%
Americus Region	8	4,069	5.07%
Newnan Region	4	3,789	4.73%
Gainesville Region	2	3,428	4.28%
Athens Region	5	2,517	3.14%

State Workforce and Information

Distribution by Occupational Group

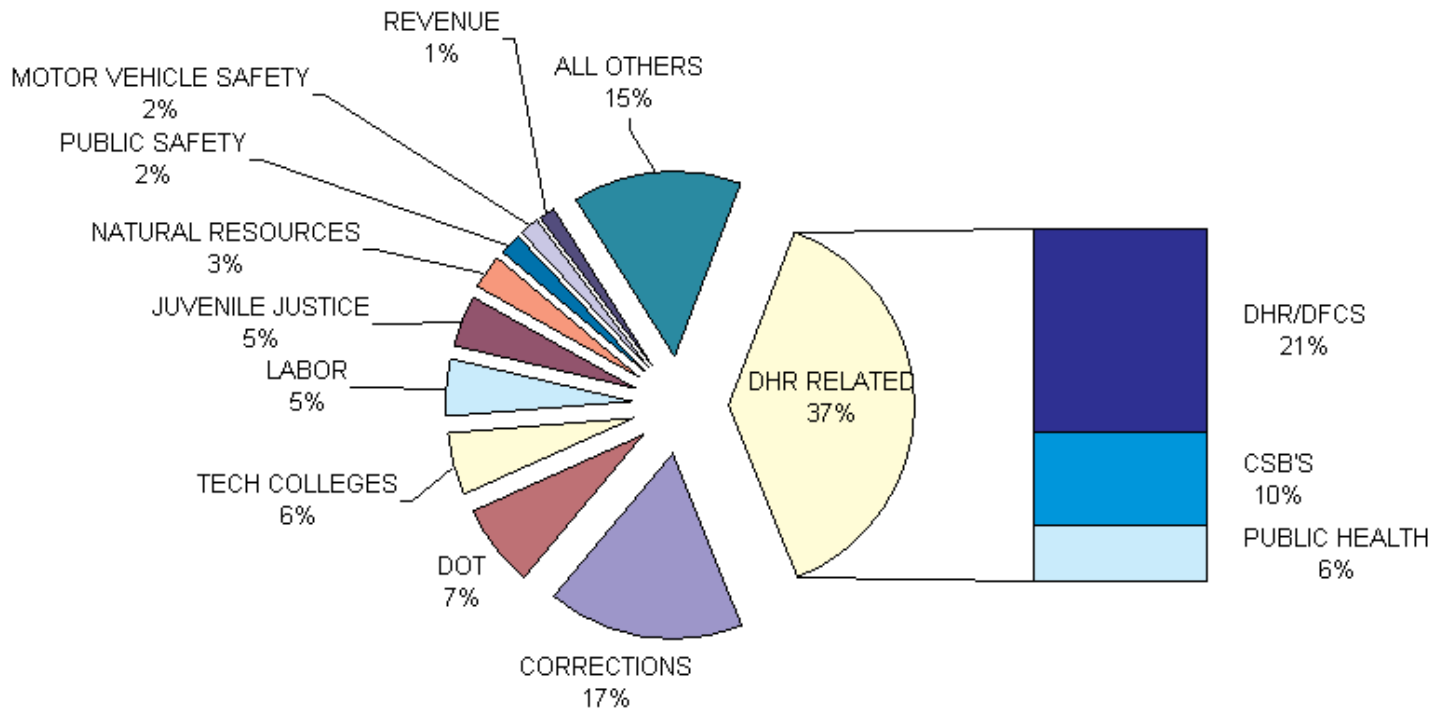


Distribution by Largest Subfunctions (Accounting for 55% of all employees)

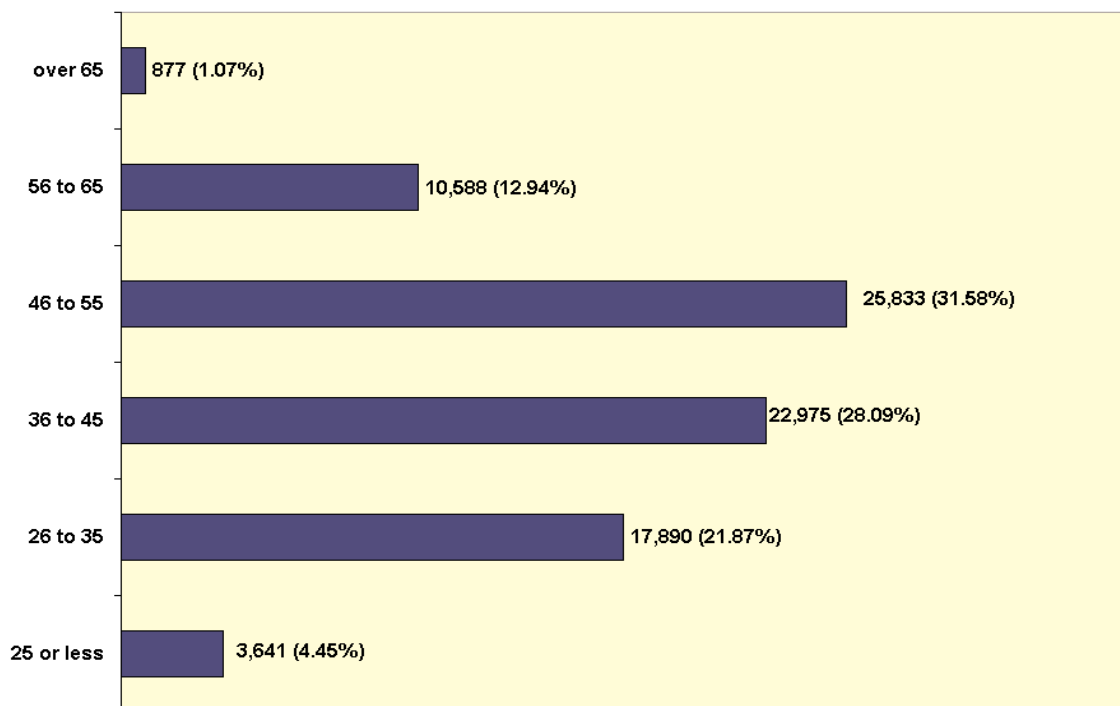


State Workforce and Information

Distribution of Employees by Agency

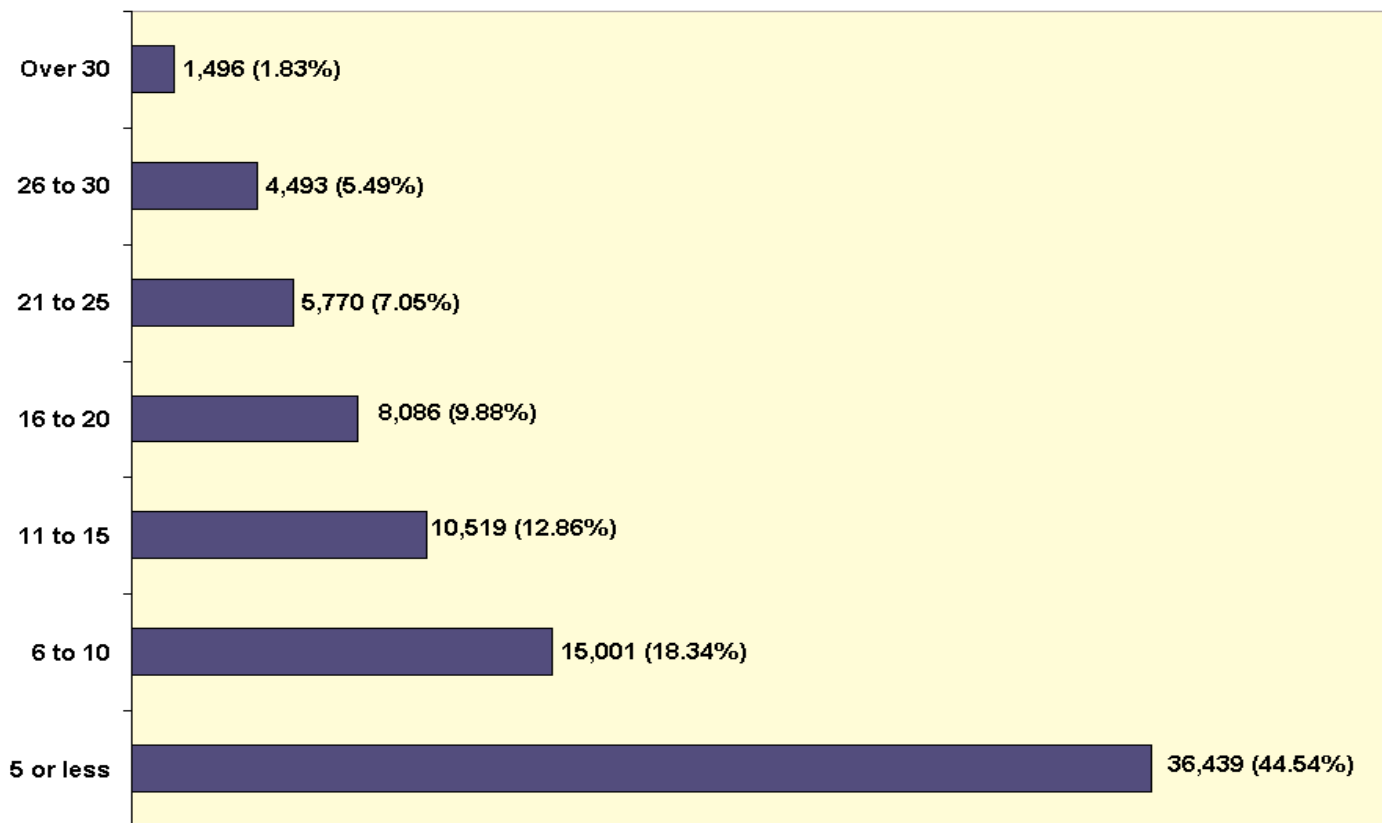


Distribution of Employees by Age

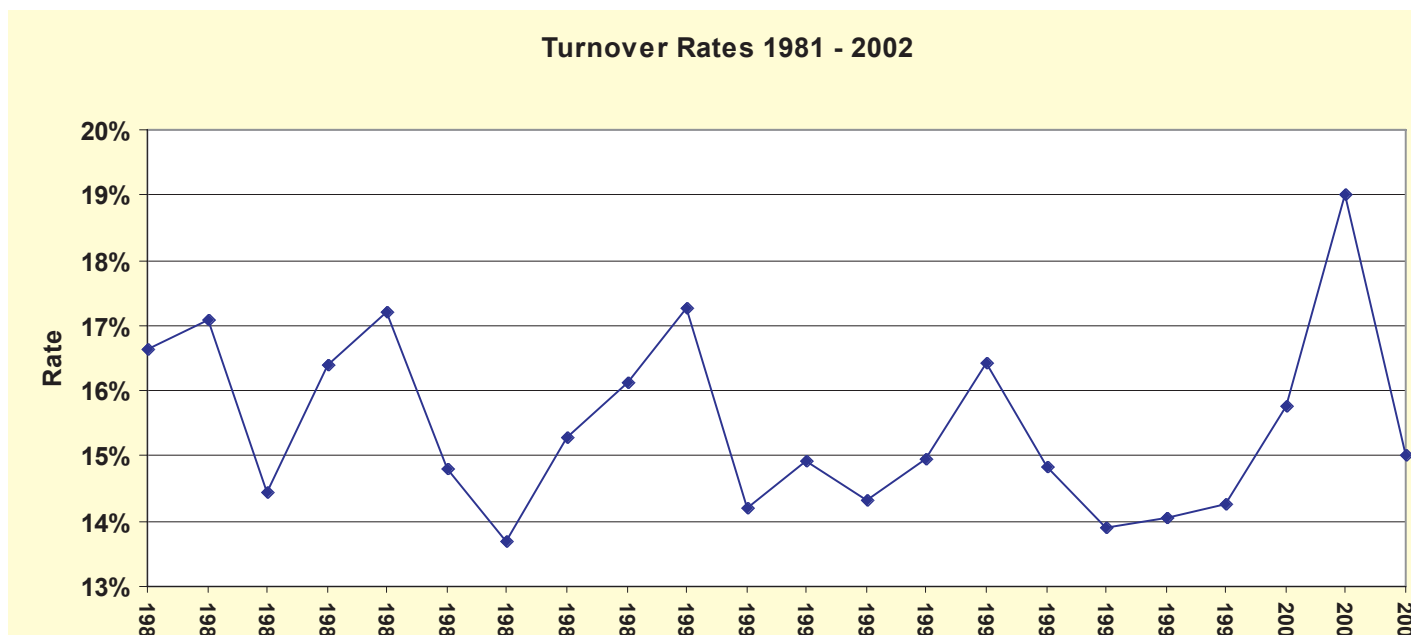


State Workforce and Information

Distribution of Employees by Tenure

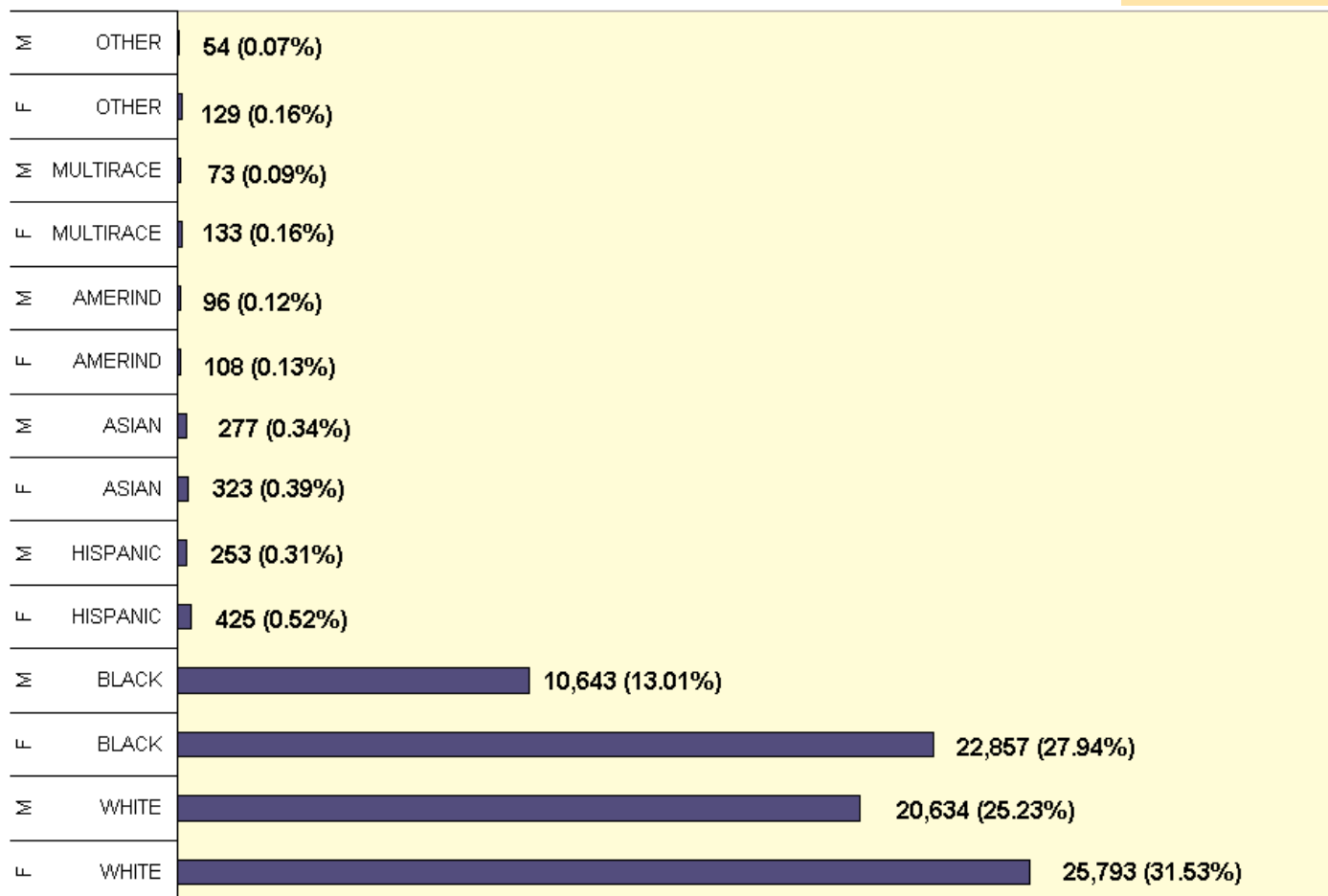


Yearly Trends in Turnover Rate 1981 through 2002



State Workforce and Information

Distribution of Employees by Gender and Ethic Group



Statewide Human Resource Audit

In FY 2002, a statewide HR Planning Advisory Committee provided leadership in the development and successful pilot of the Statewide Human Resource Audit. The audit was developed as a self-appraisal, web-based instrument, which allows agencies to assess and improve their current human resource practices. The Human Resource Audit...

- ✧ Covers key human resource areas: classification, compensation, performance management, recruitment and selection.
- ✧ Provides a method for agencies to assess how well their Human Resource Department is functioning compared to industry best practices.
- ✧ Provides referenced listing of industry best practices.
- ✧ Identifies prioritized areas for process improvement.

Future modules in development include Safety, Training & Organizational Development and Employee Benefits. The official start-date for the HR Audit and agency submissions is scheduled for FY2003.

Applicant Assessment Services

The Merit System, through the efforts of the Strategic Staffing and Workforce Planning sections, assisted agencies with the screening of applicants by administering more than 22,000 tests - an increase of almost 17 percent over last year. Of that total, 85 percent was at agency request for jobs unique to the individual agency. Similarly, staff reviewed application materials for over 62,777 job seekers to determine if they possessed minimum job qualifications. Other highlights include:

- ✧ Implemented a new written examination as part of the selection process for the job of Assistant Financial Examiner in the Department of Banking and Finance.
- ✧ Continued job analysis activities and began examination development activities with a nationally recognized consulting firm for a multi-state project to develop a selection process for the job of Juvenile Correctional Officer in the Department of Juvenile Justice.
- ✧ Completed the development of behavioral interview processes for the jobs of Child Support Enforcement Supervisor and Child Support Enforcement Manager in the Department of Human Resources. Training for hiring managers and implementation of the new processes is scheduled for December 2002.
- ✧ Completed the pilot testing to transition from a paper-driven to an electronic online application process using the Job Site for five critical jobs in the Division of Family and Children's Services of the Department of Human Resources. Implementation of the new process on a statewide basis is scheduled for January 2003.

Performance Management Tools

The Georgia Merit System designed the PMTools software to assist managers and supervisors in the Performance Management Process. In FY2002 GMS released the new version of PMTools (version 2.0a). The revised software package provides managers and supervisors with a tool to easily create performance plans, complete performance evaluations, record employee performance notes, and print associated forms and reports electronically.

This latest version of Performance Management software includes a host of improvements and an overall refresh of the underlying job description database, as well as the following new features:

- ✧ Employee IDs will be used instead of Social Security Numbers
- ✧ Performance Management Form with updated performance rating scale
- ✧ New PM Evaluation Short Form
- ✧ New Report Generator program
- ✧ Free upgrade provided to current licensed users

Performance Management Process Training

The Merit System continued providing training to ensure government managers and supervisors were trained in skills to manage the performance of the workforce

- ✧ Performance Management Process (PMP) training and workshops to build skills in accomplishing specific performance management responsibilities were provided to 692 managers and supervisors during Fiscal Year 2002.
- ✧ To facilitate state agencies having the internal resources to conduct Performance Management Process training, the Merit System conducted train-the-trainer sessions in Fiscal Year 2002 and certified 21 trainers to conduct Performance Management training within their organizations.

Charitable Contributions Program

The State Charitable Contributions Program (SCCP) is a statewide, community-based program that is administered by the Merit System. SCCP provides an opportunity for employees to donate to charities of their choice through payroll deduction. During FY 2002, state employees and employees of the Georgia University System contributed \$2.8 million to various non-profit organizations throughout the state.

Employee Management Relations

The Merit System, through its Employee/Management Relations (EMR) section:

- r Provided information and technical assistance to over 2,300 employees and supervisors from more than 80 state agencies.
- r Provided technical assistance, relating to personnel practices, policy issues, and State Personnel Board rules to over 2,700 HR managers and staff members.
- r Developed handbooks for eight agencies.
- r Assisted 6 agencies in developing reduction-in-force plans.
- r Reviewed over 200 State Personnel Board appeals and settlement agreements for the Office of State Administrative Hearings.
- r Trained 21 mediators from state agencies.
- r Scheduled 18 mediations using 22 mediators to resolve conflicts.

Faithful Service Awards Program

Faithful Service Awards Program recognizes graduated years of employee service with a pin and/or certificate. Retirees with 30 or more years of service receive their choice of a wrist-watch or a plaque. Retirees with less than 30 years of service receive a lapel pin. The Merit System:

- r Presented 27,258 awards based on graduated years of service including, this year for the first time, five year service awards.
- r Presented 849 awards to retirees with 30 or more years of service.
- r Presented 1,109 awards to retirees with less than 30 years of service.

Drug and Alcohol Testing Program

The State's Drug testing program began in July of 1990, with the passage of Act 1445, which required preemployment and random drug screening of certain state employees. The Drug and Alcohol Testing Program includes pre-employment, random, post-accident, periodic, follow-up, and reasonable suspicion testing. There are 112 participating entities.

- r This year, 18,931 drug test were performed.
- r A statewide contract enabling on-site drug testing was awarded to Medtox Laboratories Inc. Under the contract, state entities that have a written drug testing policy established can administer the test using an ADA approved kit. On-site drug testing can be used for all testing except CDL testing.

Total Rewards

Our Strong Point ... Benefits

- ⌞ 5.4 behind the market average
- ⌞ We're competitive
- ⌞ We're putting more effort into developing and marketing our benefits package
- ⌞ We also need to look at enhancements that give maximum "bang for the buck," i.e., increase employee satisfaction at affordable cost

Our Weak Point ... Base Compensation

- ⌞ Base pay 12.6% behind market average
- ⌞ Hiring rates nearly 22% behind
- ⌞ Competitive market for some jobs

We've Made Some Progress...

- ⌞ In 1996, 20% of our workforce were at salaries below the official "hiring salary" for their jobs
- ⌞ Since FY 1999, we've moved 16,000+ employees into our established pay range
- ⌞ In FY 2002 and 2003 our hiring salaries gained on the market through structure adjustments

The Components of Total Rewards



Total Rewards

Total Cash Compensation + Benefit Value + Work-Life Issues = Total Rewards

In FY, 2002, the Total Compensation Steering Committee, consisting of Agency Heads from seven different agencies, provided input and guidance to work-teams developing communication strategies highlighting the total compensation or total rewards package offered by the state. The following achievements were realized:

Planning and Development

- r Completed the Total Rewards Competitive Analysis Report detailing the competitive posture of the state's total rewards package compared with other firms who compete for talent in the applicable labor market.
- r Identified areas of strength and weaknesses in the state's compensation/rewards approach.
- r Completed market composite indicating competitiveness of state's salary for selected jobs.
- r Provided Agency Heads with the FY2002 Salary Report that indicated labor market, total compensation and total rewards data for selected jobs.

Implementation

- r Raised awareness of the value of the State's Total Compensation/Rewards package through newsletters, orientation packages, annual total compensation/rewards statement, and e-mail to employees and applicants.
- r Continued to review benefit mix to provide desired benefits tailored for a diverse work force at competitive costs. Reviewed low cost/no cost opportunities. Expanded on-line Open Enrollment.
- r Expanded such programs as Telework and flexible work schedules that have been shown to enhance employee morale and productivity as well as have a positive impact on air quality and traffic congestion.
- r Peach State Reserves: Obtained private letter ruling from Internal Revenue Service to co-mingle plan assets with our other plan types (401-k and 457) to achieve greater economies of scale in terms of investment costs and general administrative expenses.
- r Raised coverage limits on employee life insurance and added the availability of spousal coverage. Added 7-day wait period level to short term disability coverage.
- r Added innovative programs such as EAP/Wellness and Safety programs to assure the employees' ability to remain fully productive, saving the state millions of dollars in workers' compensation, medical and property claims and absenteeism.
- r Enhanced the employee recognition program that was re-initiated in FY2001.

Total Rewards

Flexible Benefits

Benefit	No. Enrolled	% Active Emp.	No. Enrolled	%Active Emp.
Employee Life Insurance				
Life Insurance - 1	16,055	17.80	13,762	16.30
Life Insurance - 2	20,394	22.61	19,011	22.52
Life Insurance - 3	17,345	19.23	20,405	24.17
Life Insurance - 4	10,640	11.79	11,882	14.07
Life Insurance - 5	8,275	9.17	3,656	4.33
Total	72,709	80.62	68,716	81.39
Accidental Death and Dismemberment				
AD & D - 1	12,123	13.44	11,307	13.39
AD & D - 2	10,957	12.15	10,744	12.73
AD & D - 3	16,316	18.09	21,167	25.08
AD & D - 4	6,297	6.98	7,051	8.35
AD & D - 5	19,869	22.03	13,207	15.64
Total	65,562	72.70	63,476	75.19
Spouse Life Insurance*				
SL Level 1	6,316	7.00		
SL Level 2	9,755	10.81		
SL Level 3	16,544	18.34		
SL Level 4	1,677	1.85		
SL Level 5	1,677	1.85		
Total	37,760	41.87		
			Dep. Life - 1 16,808 19.91	
			Dep. Life - 2 23,281 27.58	
			40,089	47.49
Child Life Insurance*				
CL 3X	5,634	6.24		
CL 6X	6,878	7.62		
CL 10X	3,077	3.41		
CL 15X	1,475	1.63		
CL 20X	18,203	20.18		
Total	35,267	39.10		
Short-term Disability Insurance*				
STD + SS 30	29,474	32.68	31,863	37.75
STD - SS 30	2,001	2.21	62	0.07
STD + SS 07	4,412	4.89		
STD - SS 07	234	0.25		
Total	36,121	40.05	31,925	37.82
Long-term Disability Insurance				
LTD - Ret + SS	27,144	30.10	27,424	32.49
LTD + Ret + SS	11,437	12.68	11,162	13.22
LTD - Ret - SS	1,932	2.14	79	0.09
LTD + Ret - SS	904	1.00	54	0.06
Total	41,417	45.92	38,719	45.86
Dental Insurance				
Dental - Single	21,751	24.12	18,836	22.31
Dental - Family	20,982	23.26	19,302	22.87
Dental, PPO - Single	4,986	5.52	4,193	4.96
Dental, PPO - Family	5,235	5.80	4,320	5.11
Dental, PRPD - Single	1,930	2.14	1,738	2.05
Dental, PRPD - Family	2,311	2.56	2,243	2.65
Total	57,195	63.42	50,632	59.95
Spending Accounts				
SA - Health	9,259	10.26	9,377	11.11
SA - Dependent	994	1.10	1,050	1.24
Total	10,253	11.36	10,427	12.35
Legal Insurance*				
Legal Ins - Single	5,104	5.65	4,303	5.09
Legal Ins - Family	5,097	5.65	4,381	5.19
Total	10,201	11.31	8,684	10.28
Long Term Care*				
LTC - Base	2,415	2.67	2,422	2.86
LTC - Inflation Prot.	219	0.24	202	0.23
LTC - Red. Pd. Up	167	0.18	167	0.19
LTC - Infl./Red	89	0.09		
Total	2,890	3.20	2,868	3.37
Vision Insurance				
Vision - Single	19,141	21.22	19,24	
Vision - Family	17,045	18.90	17,94	
Total	36,186	40.12	37,18	

* - Does not include pre-tax reductions

Total Rewards

Peach State Reserves (The Georgia Retirement Investment Plan)

Although the world equity markets have continued to decline, enrollment in the Georgia Retirement Investment Plan over the last fiscal year has increased by nine percent. This year, the Plan:

- r Implemented a Self-Directed Brokerage Option, providing access to thousands of mutual funds, in addition to the core lineup of mutual funds offered by Peach State Reserves.
- r Made numerous changes to the administration of the plan which significantly enhance the tax-savings opportunities for state employees and provide more flexibility for participants, in response to passage of the Economic Growth and Tax Relief Reconciliation Act of 2001.
- r Received approval from the Internal Revenue Service on a Private Letter Ruling Request to add a Section 403(b) Plan to Peach State Reserves.

Total Plan Assets and Enrollment including Employer Contributions and Rollovers

457 Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2000	18,599	(376)	-2%	508,529,950	47,179,672	10%
6/30/2001	17,967	(632)	-3%	465,108,331	(43,421,619)	-9%
6/30/2002	18,483	516	3%	426,264,224	(38,844,107)	-8%
	% Change FY 00 - 02		-1%			-16%

401(k) Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2000	13,383	2,654	25%	48,712,383	19,692,047	68%
6/30/2001	16,638	3,255	24%	66,915,214	18,202,831	37%
6/30/2002	19,362	2,724	16%	88,704,779	21,789,565	33%
	% Change FY 00 - 02		45%			37%

457 and 401(k) Plans combined

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2000	31,982	2,278	8%	557,242,333	66,871,719	14%
6/30/2001	34,605	2,623	8%	532,023,545	(25,218,788)	-5%
6/30/2002	37,845	3,240	9%	514,969,003	(17,054,542)	-3%
	% Change FY 00 - 02		18%			-8%

Total Rewards

Employee Recognition Week

State Employee Recognition is an annual event held in conjunction with National Public Service Recognition Week to celebrate the important contributions of state employees. The Governor commemorated the week by signing and issuing a proclamation on April 25, 2002. A formal ceremony was held to honor those awardees selected for their unique and diverse achievements, innovative ideas and dedicated service on May 8, 2002 at the Freight Depot.

- r Eighty-six nominations were submitted from state agencies.
- r Eight award winners were recognized in the seven award categories of customer service, community service, heroism, innovations/suggestions, safety, teamwork, and leadership.
- r Three employees were recognized for forty years of service.
- r Four employees suggestion monetary awards.
- r GPTV videotaped the ceremony.
- r National recognition and publicity received from the National Association of State Personnel Executives (NAPSE).

Employee Assistance Program

The EAP/Wellness Program serves as an incentive to employees and it links to the total compensation package for employees. The primary goal of the EAP/Wellness Program is to maintain employees' ability to be fully productive by offering a wide range early intervention and prevention services. This program can save the state millions of dollars each year by reducing the cost of worker's compensation claims, medical claims and absenteeism.

- r Last year the EAP Program serviced 130 employees.
- r The EAP wellness component served over 826 employees.

Total Rewards

HR Training and Development

In Fiscal Year 2002, the Merit System continued partnering with other state government organizations to provide human resource development opportunities for the workforce.

- ✧ The Division worked collaboratively with agencies to ensure that Merit System's services met the specific needs of its customers.
- ✧ Worked with the Department of Transportation (DOT) to customize supervisory training programs for the partners of DOT in local government
- ✧ Worked with the Division of Rehabilitation Services (then a part of the Department of Human Resources) to develop a pre-supervisory program.
- ✧ Supported agencies in building the personal computer skills of employees by providing PC end-user training. In FY 2002, 1,920 employees registered to attend end-user training.
- ✧ Provided training for administrative support employees through a variety of methods including the 14-year-old Professional Secretaries Development Program and a variety of skill-building training courses.
- ✧ Sponsored three conference events in Fiscal Year 2002, which provided professional development opportunities to a total of 659 administrative support employees.

Direct Delivery of Training Services For FY 2002

	Participants	Sessions	Organizational Entities
Classroom Training	6475	399	268
Performance Management/Performance Training (PMPT)	692	37	105
New PMPT Instructors	21	3	9
PC End-User Training	1920	181	268
Courses via Telecourse/ Satellite		15	9
Support Staff Conferences: Fall and Spring Conferences, Secretaries Day Briefing	659		

NOTE: Demographically, services provided by the Training and Organization Development Division reached state employees from the 159 counties of the state.

Personnel Legislation

- r HB 1077 allows employees of the Lake Allatoona Preservation Authority, Georgia Federal-State Shipping Point Inspection Service and the Georgia Firefighters' Pension Fund to participate in the State's Deferred Compensation Program.
- r SB 408 allows employees of the Georgia Federal-State Shipping Point Inspection Service and the Georgia Firefighters' Pension Fund to participate in the State's Flexible Benefit plans and allow payroll deductions for the purchase of benefits.

Publications and Reports

Employee Communication

- r In a collaborative effort with the Department of Community Service, The "You Decide" Booklet informed state employees about state benefit options for 2002-2003 plan year. The theme for this year's book which featured state employees was "i choose."
- r In FY 2002, the Merit System continued to publish and distribute *The Georgia Statement*, a quarterly newsletter to all state employees, and *Executive Vision*, a newsletter distributed to the Governor's Office, the General Assembly, commissioners, executive directors and senior management staff

The State Directory

- r The 2001-2002 state directory provided a comprehensive list of telephone and fax numbers of key contacts in state government. Information is submitted by government entities for inclusion in the directory.

Publications and Reports

- r G-Comps: Georgia's Generic Competency Dictionary. (August, 2001)
- r Georgia's Consolidated Strategic Planning Guidelines for Fiscal Year 2002. A joint publication of OPB, GMS, and GTA. (February, 2002)
- r Staff Auditor: Validation of the Competency Profile and Behavioral Interview Process for the Department of Audits. A Publication of the Georgia Merit System. (April, 2002)
- r Child Support Enforcement Supervisor: Validation of the Competency Profile and Behavioral Interview Process. A Publication of the Georgia Merit System. (May, 2002)
- r Child Support Enforcement Manager: Validation of the Competency Profile and Behavioral Interview Process. A Publication of the Georgia Merit System. (May, 2002)
- r 2001 Job Market Composite Report. Compares state salaries with the overall job market. (August 2001)
- r 2002 Salary Report. Provides salary information for common jobs and agency-unique jobs. (April 2002)
- r 2002 County and Municipal Governments Compensation Survey. (May 2002)
- r 2002 Health Care Compensation Survey. (May 2002)
- r 2002 Southeastern States Compensation Survey. (May 2002)

GMS Offices/Divisions

Commissioner's Office

Include the areas of legal services; teleworking; diversity management; workforce planning and development; communications and marketing; public relations and information services; policy analysis and development; personnel administration; and budget administration.

Compensation and Staffing Division

Provides human resource services to state agencies. This includes consultation and assistance to state agencies in workforce planning, recruiting, hiring and retaining employees. This involves developing and maintaining a market sensitive pay structure, developing common jobs and common job descriptions, conducting targeted and core business recruitment, assessing and evaluating job applicants, and consulting with state agencies to maximize the return on state dollars dedicated to the state workforce.

Customer Service Division

Provides research, consultation, mediation and education in equal employment opportunity, management/employee relations, state personnel board policy interpretation, statewide substance abuse testing functions and medical assistance services. The division also administers numerous work-life programs, such as employee suggestion, employee recognition, service and retiree awards, charitable contributions, employee assistance and wellness.

Training and Organization Development Division

Designs and delivers workforce development services to agencies statewide. Services include training and workforce development assessments and services; performance management training; coordination and delivery of training on management competencies; assistance to agencies in the development and implementation of customized performance improvement strategies; design and development of customized employee development programs; design, development, and delivery of training programs in support of statewide initiatives; Manages the GMS Training Center that state agencies may use for training or meeting activities. The facility for training and meeting activities. The facility is equipped with teleconferencing equipment, satellite downlink, and labs for computer-based training.

Employee Benefits Division

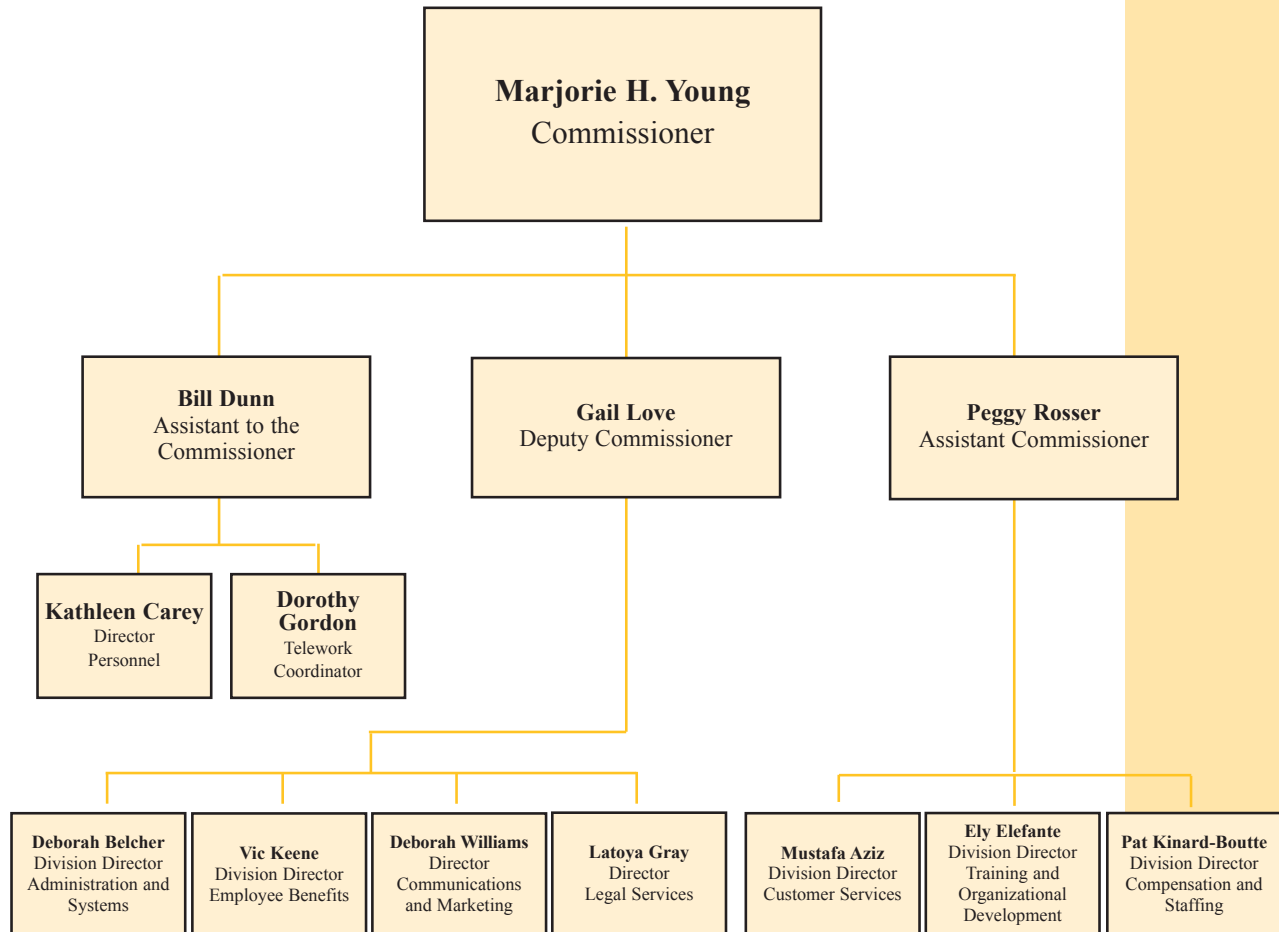
Provides benefits based upon constant research for cost-effective ways to enrich employees with an array of benefits. This includes benefit design and education, maintenance of employee eligibility records, interacting with agency benefit coordinators, monitoring contractors providing insured benefit products, and reviewing benefit plans and products. The division also administers Peach State Reserves, which includes monitoring contract compliance and performance and the investment and distribution of Section 401(k) and 457 Plan funds.

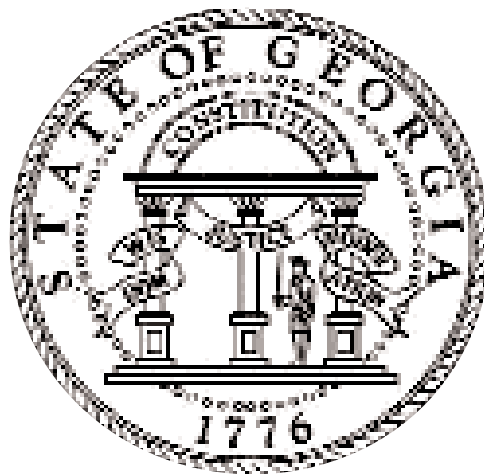
Administration and System Division

Administrative services provided by this division include strategic planning, mailroom operations, financial services, purchasing, budget and assistance with space management.

Technological services include long-range information planning; system design, maintenance, and support (internal and external) of the Agency applications [e.g. FLEX (Flexible Benefits Program) system; The JobSite; Resumix, etc.] system design and support (internal and external) for custom applications [e.g. PMTools (Performance Management), ATLAS (Automated Time Leave and Attendance System), etc.]; web development; maintenance and support of personal computers and the local area network; and information security.

Leadership Team





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